

**Request for Proposals
CLASSIFICATION & COMPENSATION STUDY**

INTRODUCTION

Through this Request for Proposals (“RFP”), Rhode Island Housing seeks proposals from qualified firms to provide services related to the study of Rhode Island Housing’s comprehensive compensation plan.

INSTRUCTIONS

One (1) original and five (5) copies of the proposal should be submitted to Rhode Island Housing, 44 Washington Street, Providence, Rhode Island 02903-1721, Attn: Patricia Trinke, Human Resources Director. Please also direct a courtesy copy by email to: ptrinke@rhodeislandhousing.org. Proposals should be concise and include all attachments and work samples. Proposals should be presented on business letterhead.

Proposals must be received no later than 5:00 EST p.m. on **January 15, 2016**.

Respondents are advised that all submissions (including those not selected for engagement) may be made available to the public on request upon completion of the process and award of a contract(s). Accordingly, any information included in the proposal that the respondent believes to be proprietary or confidential should be clearly identified as such.

SCOPE OF WORK

Please see the Scope of Work provided at Attachment A.

ITEMS TO BE INCLUDED WITH YOUR PROPOSAL

A. General Firm Information

1. Provide a brief description of your firm, including but not limited to the following:
 - a. Name of the principal(s) of the firm
 - b. Name, telephone number and email address of a representative of the firm authorized to discuss your proposal.
 - c. Address of all offices of the firm.
 - d. Number of employees of the firm.

B. Experience and Resources

1. Describe your firm and its capabilities. In particular, support your capacity to perform the Scope of Work.
2. Indicate which principals and associates from your firm would be involved in providing services to Rhode Island Housing. Provide appropriate background information for each such person and identify his or her responsibilities.
3. Provide a detailed list of references including a contact name and telephone number for organizations or businesses for whom you have performed similar work.
4. Identify any conflict of interest that may arise as a result of business activities or ventures by your firm and associates of your firm, employees, or subcontractors as a result of any individual's status as a member of the board of directors of any organization likely to interact with Rhode Island Housing.
5. Identify any material litigation, administrative proceedings or investigations in which your firm is currently involved. Identify any material litigation, administrative proceedings or investigations, to which your firm or any of its principals, partners, associates, subcontractors or support staff was a party, that has been settled within the past two (2) years.
6. Describe how your firm will handle actual and or potential conflicts of interest.

C. Fee Structure

The cost of services is one of the factors that will be considered in awarding this contract. The information requested in this section is required to support the reasonableness of your fees.

1. Please provide a cost proposal for providing the Scope of Work at Attachment A. Rhode Island Housing anticipates entering a fixed price contract for this engagement.
2. Please provide any other fee information applicable to the engagement that has not been previously covered that you wish to bring to the attention of Rhode Island Housing.

D. Miscellaneous

1. Rhode Island Housing encourages the participation of persons of color, women, persons with disabilities and members of other federally and State-protected classes. Describe your firm's affirmative action program and activities. Include

the number and percentage of members of federally and State-protected classes who are either principals or senior managers in your firm, the number and percentage of members of federally and State-protected classes in your firm who will work on Rhode Island Housing's engagement and, if applicable, a copy of your Minority- or Women-Owned Business Enterprise state certification.

2. Discuss any topics not covered in this Request for Proposals that you would like to bring to Rhode Island Housing's attention.

E. Certifications

1. Rhode Island Housing insists upon full compliance with Chapter 27 of Title 17 of the Rhode Island General Laws, Reporting of Political Contributions by State Vendors. This law requires State Vendors entering into contracts to provide services to an agency such as Rhode Island Housing, for the aggregate sum of \$5,000 or more, to file an affidavit with the State Board of Elections concerning reportable political contributions. The affidavit must state whether the State Vendor (and any related parties as defined in the law) has, within 24 months preceding the date of the contract, contributed an aggregate amount in excess of \$250 within a calendar year to any general officer, any candidate for general office, or any political party.
2. Does any Rhode Island "Major State Decision-maker," as defined below, or the spouse or dependent child of such person, hold (i) a ten percent or greater equity interest, or (ii) a Five Thousand Dollar or greater cash interest in this business?

For purposes of this question, "Major State Decision-maker" means:

- (i) All general officers; and all executive or administrative head or heads of any state executive agency enumerated in § 42-6-1 as well as the executive or administrative head or heads of state quasi-public corporations, whether appointed or serving as an employee. The phrase "executive or administrative head or heads" shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel or chief of staff;
- (ii) All members of the general assembly and the executive or administrative head or heads of a state legislative agency, whether appointed or serving as an employee. The phrase "executive or administrative head or heads" shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel or chief of staff;
- (iii) All members of the state judiciary and all state magistrates and the executive or administrative head or heads of a state judicial agency,

whether appointed or serving as an employee. The phrase “executive or administrative head or heads” shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel, chief of staff or state court administrator.

If your answer is “Yes,” please identify the Major State Decision-maker, specify the nature of their ownership interest, and provide a copy of the annual financial disclosure required to be filed with the Rhode Island Ethics Commission pursuant to R.I.G.L. §§36-14-16, 17 and 18.

3. Please include a letter from your president, chairman or CEO certifying that (i) no member of your firm has made inquiries or contacts with respect to this Request for Proposals other than in an email or written communication to Patricia Trinqué at ptrinque@rhodeislandhousing.org seeking clarification on the Scope of Work set forth in this proposal, from the date of this RFP through the date of your proposal, (ii) no member of your firm will make any such inquiry or contact until after **January 15, 2016** (iii) all information in your proposal is true and correct to the best of her/his knowledge, (iv) no member of your firm gave anything of monetary value or promise of future employment to a Rhode Island Housing employee or Commissioner, or a relative of the same, based on any understanding that such person’s action or judgment will be influenced and (v) your firm is in full compliance with Chapter 27 of Title 17 of the Rhode Island General Laws, Reporting of Political Contributions by State Vendors.

EVALUATION AND SELECTION

A selection committee consisting of Rhode Island Housing employees (the “Committee”) will review all proposals and make a determination based on the following factors:

- Professional capacity to undertake the Scope of Work
- Proposed fee structure
- Ability to perform within time and budget constraints
- Evaluation of potential work plans
- Previous work experience and performance with Rhode Island Housing and/or similar organizations
- Recommendations by references
- Firm minority status and affirmative action program or activities
- Other pertinent information submitted.

Rhode Island Housing may invite one or more finalists to make presentations.

In its sole discretion, Rhode Island Housing may negotiate with one or more firms who have submitted qualifications to submit more detailed proposals on specific projects as they arise.

By this Request for Proposals, Rhode Island Housing has not committed itself to undertake the work set forth. Rhode Island Housing reserves the right to reject any and all proposals, to rebid the original or amended scope of services and to enter into negotiations with one or more respondents. Rhode Island Housing reserves the right to make those decisions after receipt of responses. Rhode Island Housing's decision on these matters is final.

For additional information contact: Patricia Trinke at
ptrinke@rhodeislandhousing.org

Attachment A

Scope of Work

Rhode Island Housing seeks to engage an experienced consulting firm to prepare a comprehensive classification and compensation study. Rhode Island Housing currently has approximately 180 employees and 80 job classifications in the following job families:

- Officials, Managers, Administrators
- Professionals
- Technicians
- Para-Professionals
- Administrative Support
- Service Maintenance

The study is to include all positions and classifications. A compensation study was last completed in 2010. The study established a point-factor compensation plan for the agency including the use of a modified Hay system for job titles above a specific grade. Rhode Island Housing has generally looked to other state finance agencies and government departments as the relevant market for comparison. However, because of the nature of agency's business, Rhode Island Housing positions are not necessarily reflected in the State of Rhode Island's classification system.

The successful respondent will provide services including, but not limited to, the following: (i) review and identification of the relevant job market for comparison purposes with respect to the compensation required to remain competitive in recruiting and retaining high-quality staff; (ii) review of Rhode Island Housing's current compensation structure (including benefits) and related issues in light of the relevant market; (iii) review of Rhode Island Housing's compensation policies, placement scales, and the like; and (iv) making recommendations for implementing any changes or adjustments indicated by the comparative analysis.

The comparative study must include at a minimum the following specific items and activities:

- Review and analysis of Rhode Island Housing's current compensation structure; recommendations as to whether point-factor or market structure compensation is more relevant to the agency's goals; recommendation as to the relevant market for comparison.
- Performance of a market salary survey of local and statewide companies and/or agencies with comparable positions to determine reasonably competitive salary levels for all positions. This study will begin with the information technology department. Many of the agency's 80 job classifications are similar in nature. As a result, an external analysis may be required on approximately 35-40 job classifications.

- Performance of a survey of local and statewide companies and/or agencies to compare benefit plans provided to employees, and the proportion of premium payments or other contributions made by the employer on behalf of employees. Such benefits may include, without limitation, pension/retirement benefits, health insurance, dental insurance, life insurance, long-term disability insurance, vacation and sick leave, and number of annual holidays.
- Comparative analysis of salary and benefit survey information and job evaluation data to determine equitable and appropriate levels of pay and a possible classification plan for Rhode Island Housing.
- Meetings with Executive Director, executive team, and other stakeholders deemed appropriate by the Executive Director to explain philosophy and components of the study and processes used; orientations and briefing sessions as needed or required for the study; meetings to present and explain recommendations.
- Recommendation of salary survey benchmark in conjunction with relevant benchmark classifications.
- Recommendation of changes to the compensation plan, including recommendations as to pay grades, pay levels and families, placement scales, pay bands/ranges, appropriate titles, and career ladders.
- Written documentation of methods, techniques and data used for the study with respect to each position.
- Weekly progress reports to the Human Resources Director.
- Provision of paper and electronic copies of the study.

Key Events Schedule

Issuance of RFP	December 15, 2015
Deadline for Questions/Concerns	January 8, 2016
Submittal Deadline	January 15, 2016
Review of Respondent Proposal	January 22, 2016
Interviews of Finalists	January 29, 2016
Awarding of Contract	February 18, 2016

The final report should be completed no later than 3 months from the date the agreement is entered into.